

Arizona Department of Corrections



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CHARLES L. RYAN
ACTING DIRECTOR

April 18, 2003

Betsey Bayless, Director
Department of Administration
1700 West Washington
Phoenix, AZ 85007

Dear Director Bayless:

The Arizona Department of Corrections' (ADC) March 2003 Critical Issues and Monthly Performance Measurement Reports are enclosed. The Monthly Performance Measurement Report contains those agreed to measurements which have been determined to be of most interest to the previous administration, the stakeholders and the public. Each chart contained in this report has been prepared in accordance with instructions provided by the former administration.

The ADC Critical Issues and Monthly Performance Measurement reports are available on the website at "adcprisoninfo.az.gov" under "Reports and Statistics."

Please contact the ADC Office of Strategic Planning and Budgeting (602.542.3460) with any questions.

Sincerely,

Charles L. Ryan
Acting Director

CLR/HG/lg

Enclosures

Arizona Department of Corrections

Monthly Critical Issues Report

March 2003

<u>Arizona State Prison Complex</u>	<u>Correctional Officers Vacant Positions</u>	<u>In Academy</u>	<u>Total Institutional Vacancies</u>	<u>Institutional Vacancies %</u>
Eyman	214.0	23.0	237.0	21.05%
Florence	159.0	23.0	182.0	22.64%
Lewis	227.0	33.0	260.0	28.48%
Perryville	48.0	20.0	68.0	12.93%
Other Prisons	247.0	56.0	303.0	11.18%
Total	895.0	155.0	1,050.0	17.27%

Military Activation: To date, 118 Correctional Officer IIs (CO IIs) have been called to duty, and 110 placed on standby. CO IIs called to duty are in “Out On Leave” status for extended periods of time, and their positions are not considered vacant for the purpose of hiring. As a result, the Arizona Department of Corrections (ADC) had a March 2003 operating vacancy rate of 21.23%.

Bed Deficit: The designated bed capacity was 26,553 activated beds, and the official inmate daily count was 30,297 resulting in prison overcrowding of 3,744 inmates.

Inmate Growth: The net inmate population increased by 214 inmates in the month of March with an average of 130 inmates per month over the previous twelve months.

Inmate Escapes: There was 1 escape from within secure perimeters of prisons in the month of March.

Inmate James R. Duncan, ADC #145760, was received by ADC on June 30, 1999, after being convicted and sentenced to serve 7½ years for Attempt to Commit Armed Robbery. He was classified as minimum custody and had served 3½ years of his sentence.

On December 3, 2002, inmate Duncan was transferred to the Newton County Correctional Center, Newton, Texas, a department-contracted private prison. On March 2, 2003, inmate Duncan escaped from the secure custody of the institution by cutting a hole in the security perimeter fence. Inmate Duncan was apprehended without incident, by Newton County Sheriff’s Department and Newton City Police Department officers on March 9, 2003.

Texas authorities filed Escape and Burglary charges against inmate Duncan. He subsequently pled guilty and was sentenced to two ten (10) year terms, to be served concurrently in Texas, following completion of his sentence with the ADC.

Inmate WalkAways: There were 0 walkaways from exterior work crews in the month of March.

Arizona Department of Corrections Monthly Critical Issues Report March 2003

Disturbances: There was 1 minor disturbance and 1 major disturbance for the month of March.

On March 13, 2003, a minor disturbance occurred at Arizona State Prison Complex (ASPC)-Florence-Picacho unit when six (6) inmates engaged in disruptive behavior by refusing to work. The inmates were restrained and placed in detention pending investigation. The unit was locked down to manage the incident and returned to normal operations without further incident.

On March 14, 2003, a major disturbance occurred at ASPC-Florence-West when large racial groupings of Caucasian, Black, and Mexican inmates resulted in deployment of Designated Armed Response Teams (DART) from Central unit and CB-6 unit. Although the Black and Mexican inmates returned to their housing units, approximately 80 Caucasian inmates refused staff directives. The inmates refusing were identified, interviewed, and escorted to their housing units. The investigation revealed the incident to be the result of contraband, a homemade tattoo gun, being taken from a Mexican inmate by a Native American inmate. The institution was managed under controlled movement over the weekend and returned to normal operations on Monday, March 17, 2003.

Assaults: There were 8 inmate-on-staff and 44 inmate-on-inmate assaults in the month of March.

Violent Sexual Predators: The ADC received 10 mental health reports completed on inmates screened as part of the violent sexual predator process. ADC referred 4 inmates to the County Attorney's Office for possible civil commitment to the Arizona State Hospital during the month of March. The County Attorney referred 3 inmates to the courts. The courts referred 3 inmates to the Arizona State Hospital.

Inmate Investigations: 109 new cases involving investigations of crimes and 112 protective segregation case investigations were opened. Assaults and narcotics violations continue to be the major violations investigated. There were 12 parole absconders apprehended during the month of March.

Arizona Correctional Industries: ACI provided work opportunities for a total of 1,513 inmates in the correctional industry programs, and 723 orders for goods and services were received.

Public Assistance: On March 6, 2003, the Bonita Elementary School requested assistance from the ASPC-Safford-Fort Grant unit in dealing with a woman who stated she was going to burn down the school. The woman was restrained and taken into custody.

On March 30, 2003, the Douglas Police Department requested assistance from the ASPC-Douglas in search for a missing eight-year-old boy. Three staff assisted in the search which unfortunately was unsuccessful.

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Monthly Performance Measurement Report

March 2003

The ADC Monthly Performance Measurement Report has a total of fourteen charts. Goals, Objectives, Performance Measure Definitions, Targets and Actuals appear on most charts, while other charts serve as indicator-type measurement charts. The table below represents a summary of targets and actuals achieved for the current month reported. Further explanation on respective targets meeting or not meeting target can be found in the “Note” section at the bottom of the respective chart.

Monthly Performance Measurement Summary		
	<u>March 2003</u>	
	Target / Actual	
<u>Security Operations</u>		
Escapes per 1,000, From Within Secure Perimeters of Prison	0	1
Walkways per 1,000, From Exterior Work Crews	0	0
Assaults per 1,000, Inmates on Staff (with or without weapons)	0.72	0.26
Assaults per 1,000, Inmates on Inmates (with or without weapons)	2.2	1.45
<u>Community Supervision</u>		
Percent of new felony arrest for offenders under active supervision	1.5% or less	1.30%
<u>Inmate Programs</u>		
Work: Inmate Population	N/A	30,297
Inmates Available to Participate in Hard Labor	25,075	23,665
Inmates Assigned (benefiting by participating in) Hard Labor	25,075	19,903
FTE Work Per Month – From Inmates Participating	23,550	14,319
Education: Average grade level gains of inmates tested and enrolled in education literacy programs	2.2	2.41
Substance Abuse: Percentage of drug free inmate population	100%	96.56%
Spirituality: Monthly contacts by a spiritual representative	N/A	21,733
<u>Health Care</u>		
Average daily health care cost per inmate	\$7.49	\$8.04
<u>CO II Vacancies</u>		
Percent of CO vacancies at all Department of Corrections Institutions	N/A	17.27%
<u>Bed Deficit</u>	N/A	3,744
<u>Vendor's Invoices</u>		
Average number of days to pay vendors	30	8.82
Percent paid within 30 days	100%	95.5%

Arizona Department of Corrections

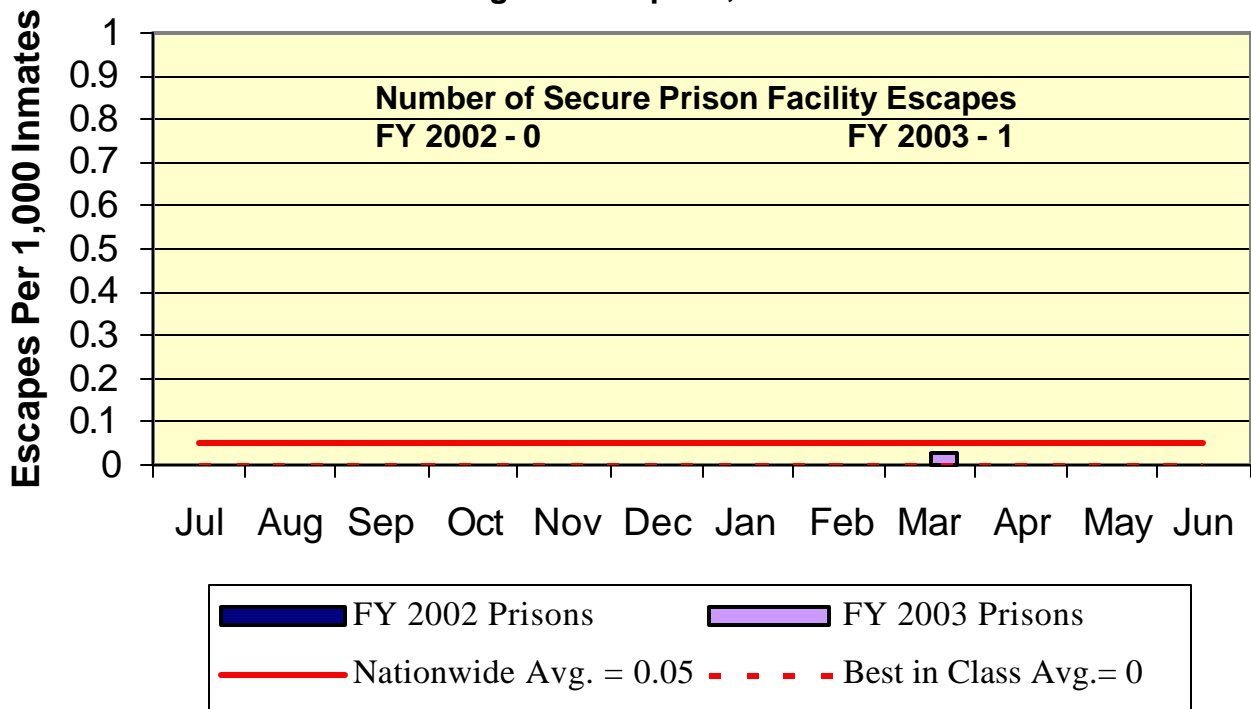
GOAL: To maintain effective custody and control over inmates in an environment that is safe and secure.

OBJECTIVE: Prison Operations will achieve zero per 1,000 inmates escapes from within secure perimeters of prisons by the end of FY 2003.

PERFORMANCE MEASURE DEFINITION: The number of escapes per 1,000 inmates from within secure perimeters of prisons. Secure Prison Perimeter Escape is defined as the unauthorized absence of an inmate from within a secure perimeter of a correctional institution operated under the authority of the Department of Corrections.

SECURE PRISON PERIMETER ESCAPES

Target = Zero per 1,000 Inmates



NOTE: ADC's figure for the previous 12 months is 0.03 per 1,000 inmates. Arizona ranks 11th nationwide when compared to 2000 annual national data (2000 national data is the most recent available data).

The March 2003 escape was from an out of state department-contracted private prison in Newton, Texas.

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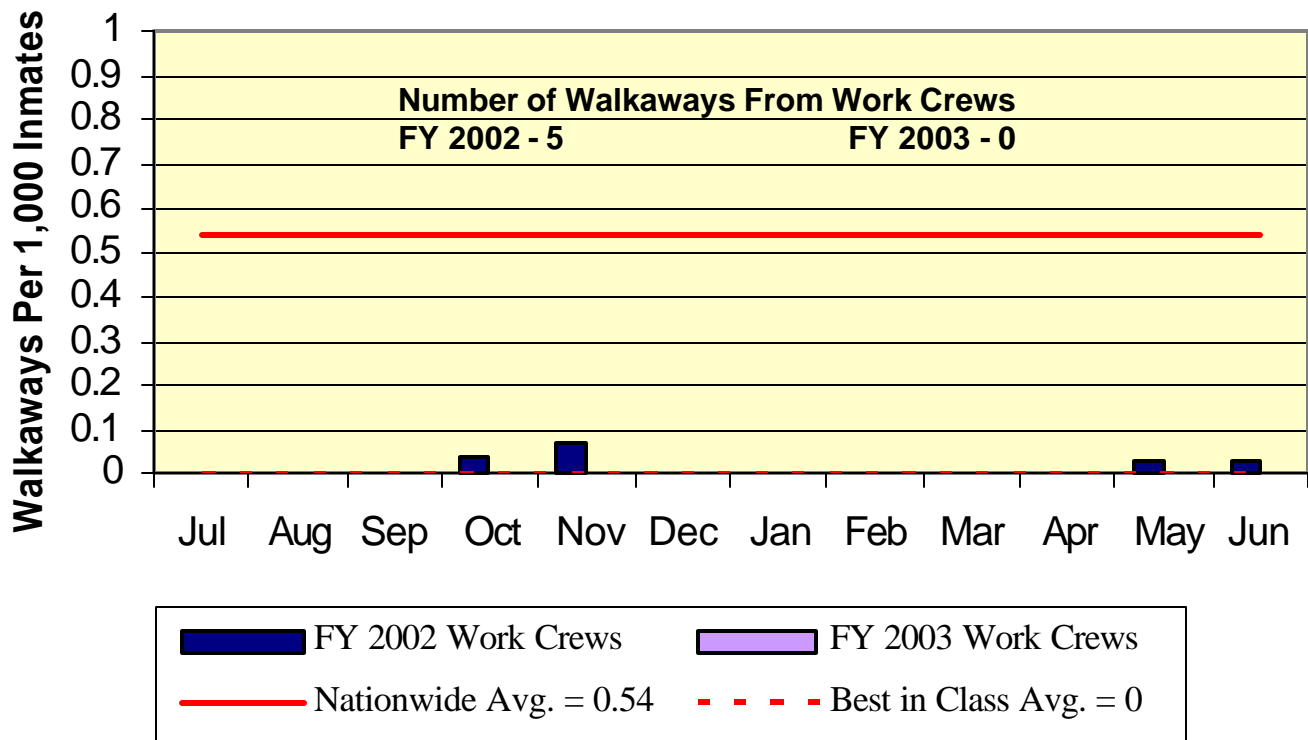
GOAL: To maintain effective custody and control over inmates in an environment that is safe and secure.

OBJECTIVE: Prison Operations will achieve zero to .25 per 1,000 inmates walkaways from exterior work crews by the end of FY 2003.

PERFORMANCE MEASURE DEFINITION: Number of walkaways per 1,000 inmates from exterior work crews. An Exterior Work Crew Walkaway is defined as the unauthorized absence of an inmate from an exterior work crew operated under the authority of the Department of Corrections and supervised by the Department or an authorized contracted agency or person.

EXTERIOR WORK CREW WALKAWAYS

Target = Zero to .25 per 1,000 Inmates



NOTE: ADC's figure for the previous 12 months is 0.06 per 1,000 inmates. Arizona ranks 11th nationwide when compared to 2000 annual national data (2000 national data is the most recent available data).

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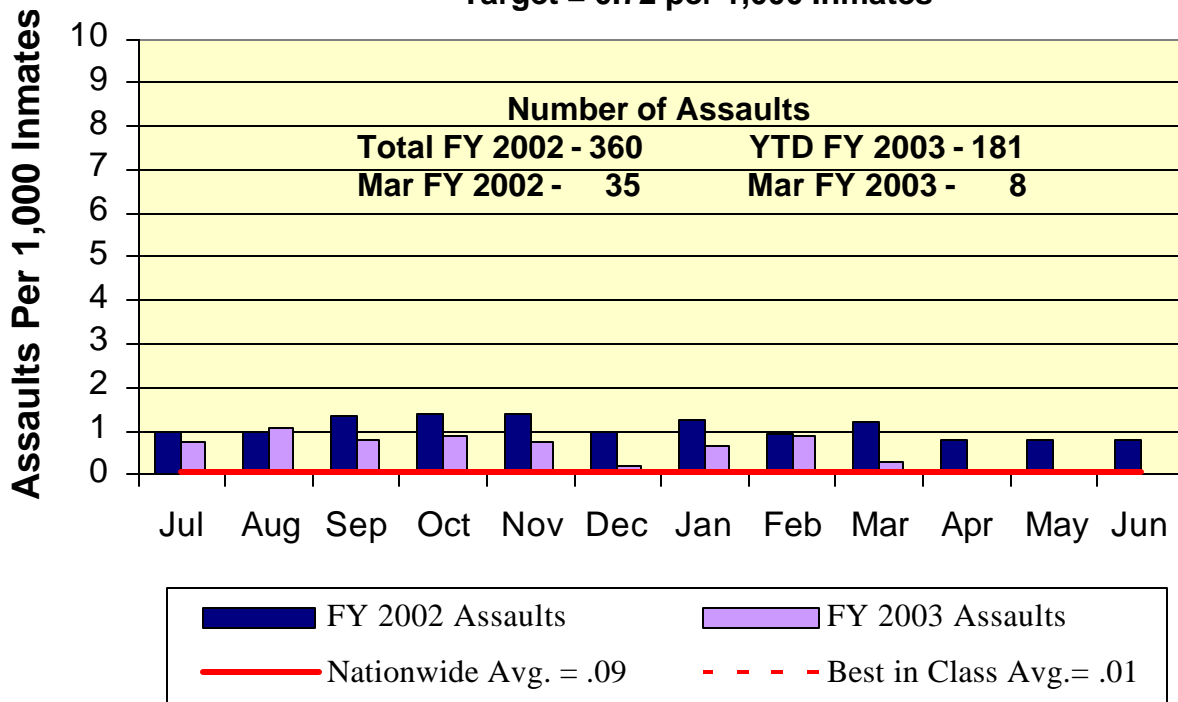
GOAL: To maintain effective custody and control over inmates in an environment that is safe and secure.

OBJECTIVE: Prison Operations will reduce monthly assaults on staff by inmates with or without weapons to 0.72 or less per 1,000 inmates by the end of FY 2003.

PERFORMANCE MEASURE DEFINITION: Monthly number of assaults with or without weapons on staff per 1,000 inmates.

INMATE ON STAFF ASSAULTS

Target = 0.72 per 1,000 Inmates



NOTE: ADC's March inmate on staff assault rate per 1,000 inmates is 0.26. Arizona ranks 9th nationwide when compared to 2000 average annual national data (2000 national data is the most recent available data). However, in this comparison it is important to recognize that many states do not have similar prison gang problems or the migration issues of a border state as does Arizona.

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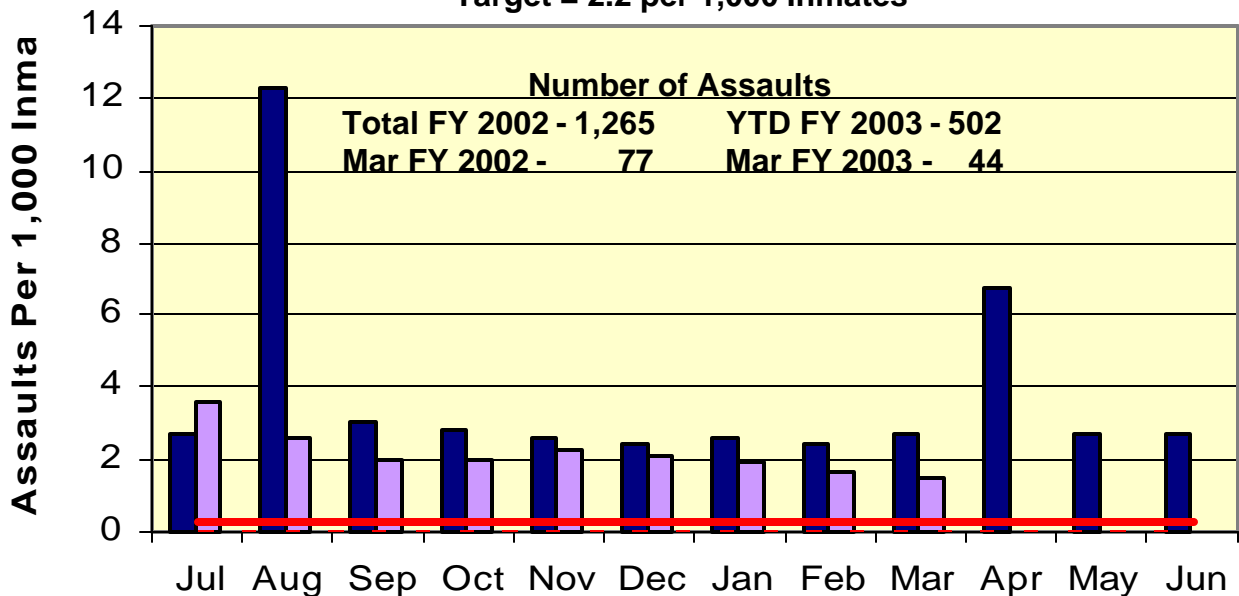
GOAL: To maintain effective custody and control over inmates in an environment that is safe and secure.


OBJECTIVE: Prison Operations will reduce monthly assaults on inmates by inmates with or without weapons to 2.2 or less per 1,000 inmates by the end of FY 2003.


PERFORMANCE MEASURE DEFINITION: Monthly number of assaults by inmates on inmates with or without weapons per 1,000 inmates.


INMATE ON INMATE ASSAULTS

Target = 2.2 per 1,000 Inmates



 FY 2002 Assaults

 FY 2003 Assaults

 Nationwide Avg. = .26

 Best in Class Avg.= .04

NOTE: ADC's March inmate on inmate assault rate per 1,000 inmates is 1.45. Arizona ranks 19th nationwide when compared to 2000 average annual national data (2000 national data is the most recent available data). However, in this comparison it is important to recognize that many states do not have similar prison gang problems or the migration issues of a border state as does Arizona. The spike in Aug 2001 was due to a major disturbance at ASPC-Yuma, while the spike in Apr 2002 represents the major disturbance that took place in ASPC-Tucson.

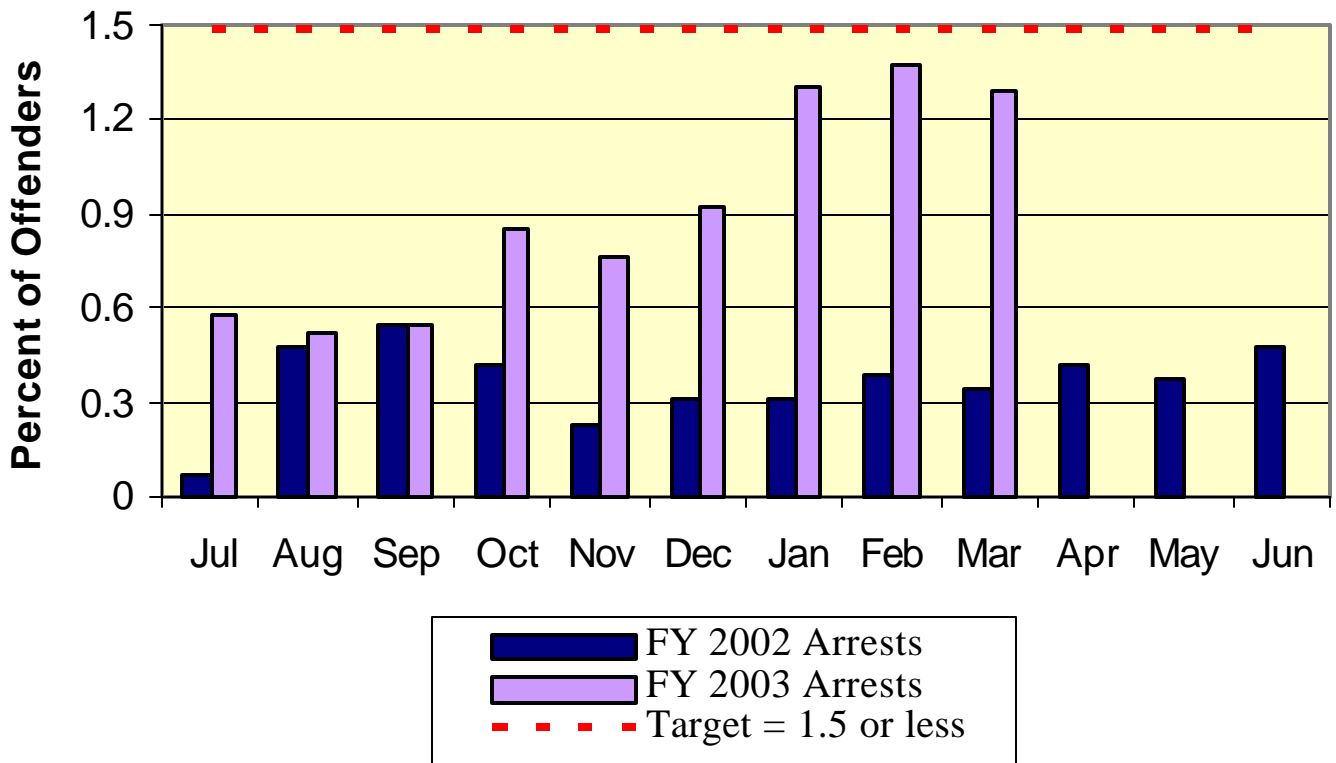
Arizona Department of Corrections

GOAL: To effectively release, supervise and monitor offenders under release supervision in the community.

OBJECTIVE: Reduce the number of offenders arrested for committing new felony crime while under active ADC community supervision.

PERFORMANCE MEASURE DEFINITION: The percent of supervised offenders arrested for new crimes. The majority of those supervised are 2nd or 3rd time repeat offenders. Public safety is positively impacted when offenders comply with their Conditions of Supervision which indicates successful transition and lower recidivism. Non-compliance to conditions can be the commitment of new crime or technical violations. Technical violations are sanctioned and can result in revocation. New crime creates victims and can result in offenders serving additional prison terms.

ARRESTS FOR NEW CRIMES BY OFFENDERS UNDER ACTIVE SUPERVISION



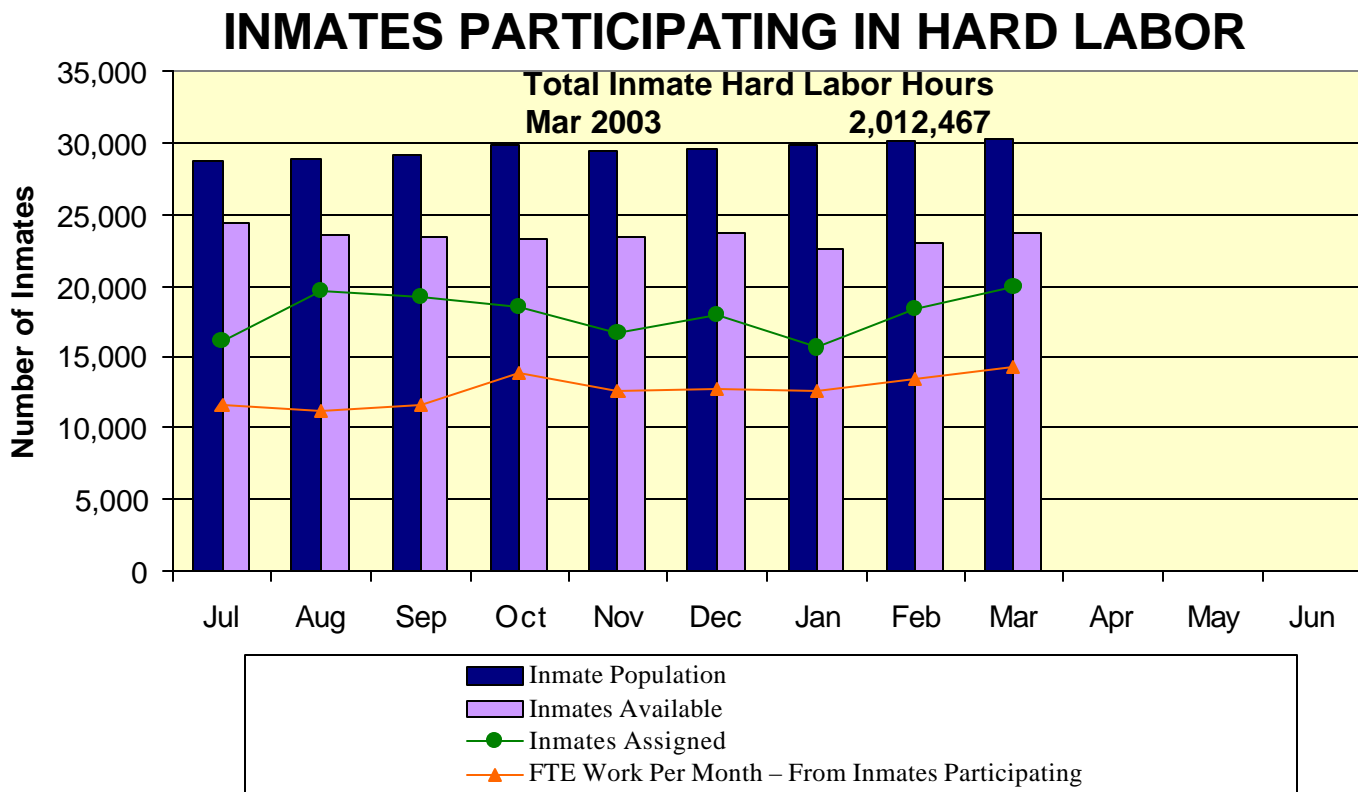
Note: The increase in reported new felony arrests is due to a new and more accurate reporting system. A study from the University of California places the national average for this item at 8.0%.

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GOAL: To provide programming opportunities and services for inmates including work, education, substance abuse, and spiritual access.

OBJECTIVE: Have all available inmate population participating in “hard labor” by the end of FY 2003.

PERFORMANCE MEASURE DEFINITION: Pursuant to A.R.S. 31-251, the Director has the authority to require that each able-bodied prisoner under commitment to the state department of corrections engage in hard labor for not less than forty hours per week, except that not more than twenty hours per week of participation in educational, training or treatment programs may be substituted for an equivalent number of hours of hard labor as prescribed by the director of the state department of corrections. "Hard labor" means compulsory physical activity for the attainment of some object other than recreation or amusement but does not include physical activity that is not within the ability of an individual prisoner.



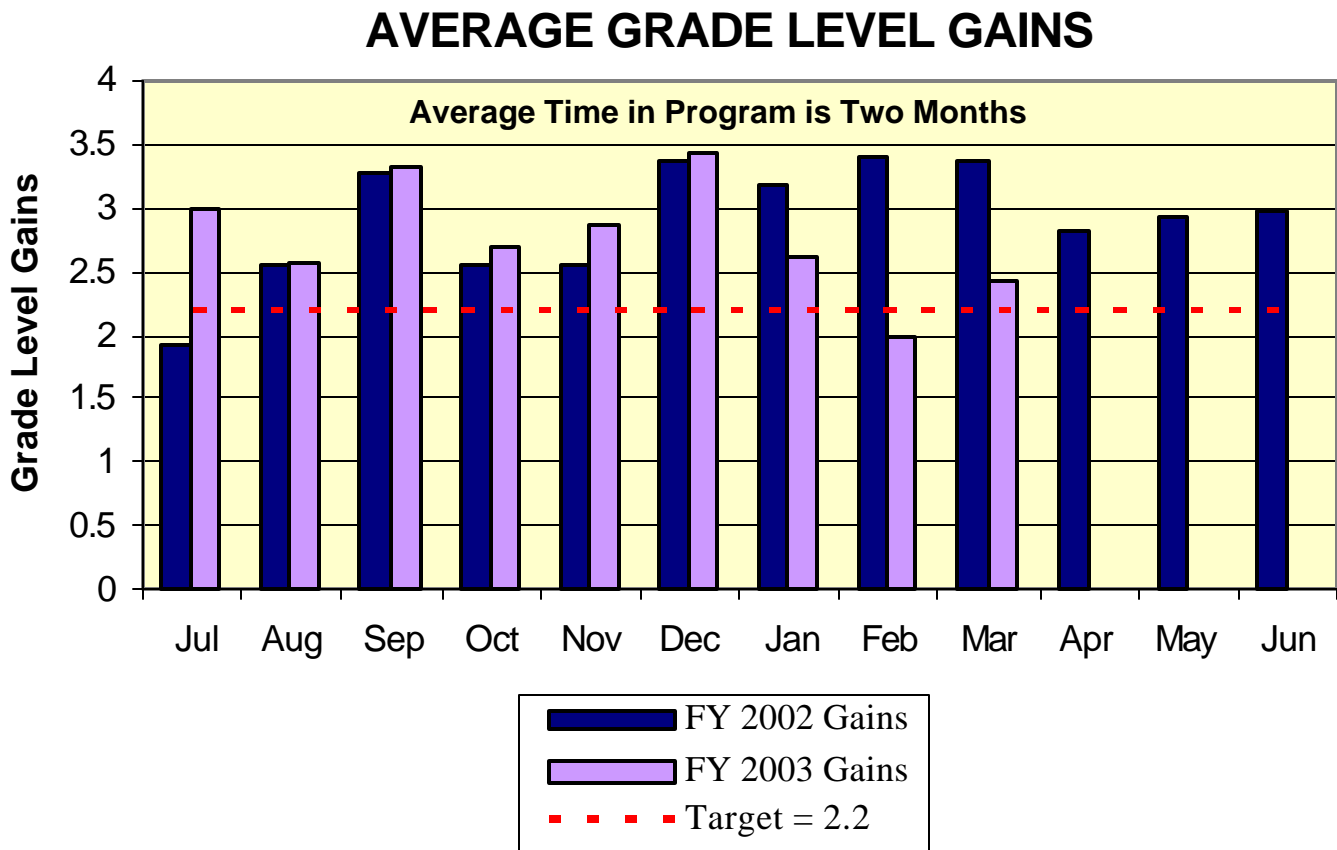
NOTE: “Inmate Population” means the Average Daily Population (ADP) number of inmates. “Inmates Available” means number of inmates available to participate in programming under A.R.S. 31-251 hard labor law; excluding inmates in special management units, medically unable including mental health issues, and those inmates out to court. “Inmates Assigned” means the number of inmates who benefited from participating in ADC work programs. “FTE Work Per Month – From Inmates Participating” means the number of inmates participating according to A.R.S. 31-251.

Arizona Department of Corrections

GOAL: To provide programming opportunities and services for inmates including work, education, substance abuse and spiritual access.

OBJECTIVE: Inmate Programs will provide mandatory functional literacy and special education services to all eligible and assessed inmates in order to increase the average grade level gains by 2.2 by the end of FY 2003.

PERFORMANCE MEASURE DEFINITION: Average grade level gains of inmates tested and enrolled in education literacy programs. Average Grade Level Gains represent comparisons of inmate initial test results and reassessments throughout the education literacy program process. This evaluation procedure allows for better evaluation of inmate education gains while minimizing the impacts of average daily population and sentence length fluctuation.



NOTE: National comparative data on education grade level is not available. ADC searched and located one similar program in Texas. The Windham School District in Huntsville, Texas, shows a composite grade gain of .9 based on 300 hours of instruction. Windham School District provides a variety of academic classes and career and technology education to offenders incarcerated in the Texas Department of Criminal Justice.

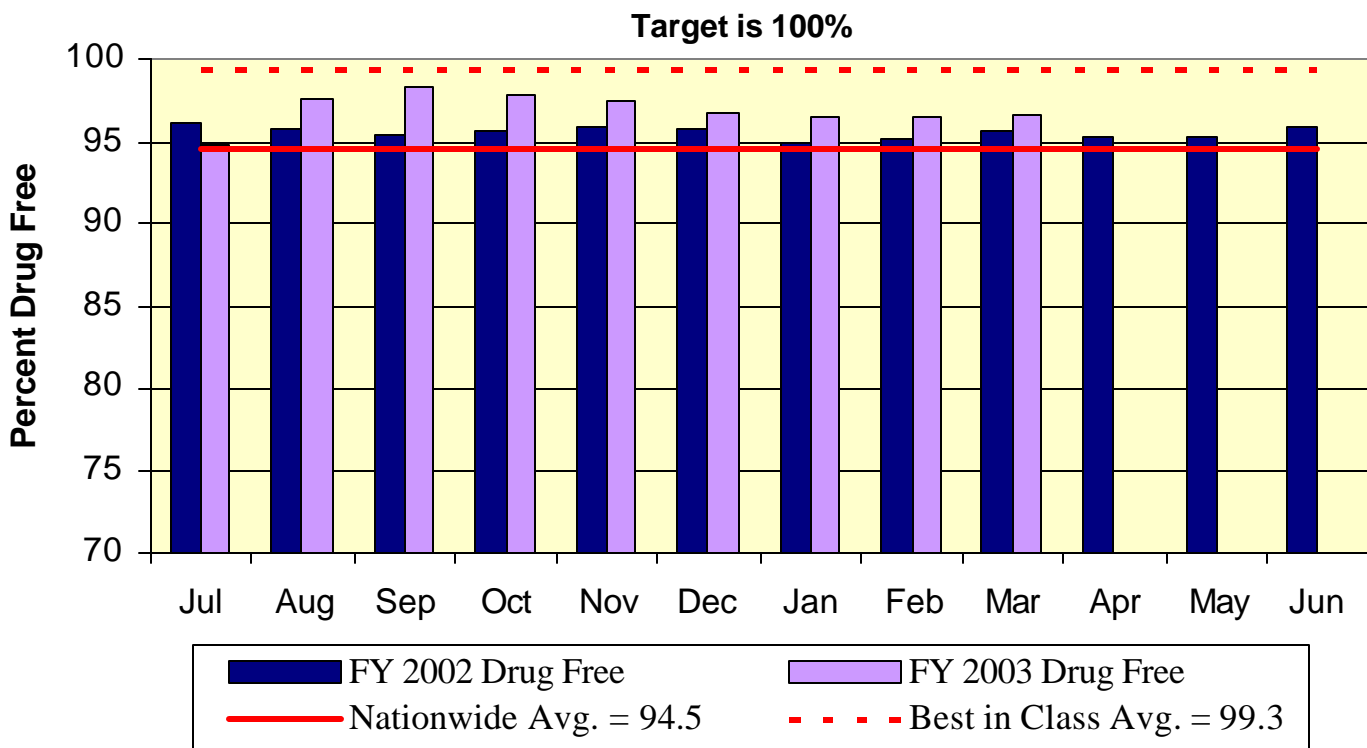
Arizona Department of Corrections

GOAL: To provide programming opportunities and services for inmates including work, education, substance abuse and spiritual access.

OBJECTIVE: Increase the Drug Free Population Percentage to 100% by the end of FY 2003.

PERFORMANCE MEASURE DEFINITION: Percentage of drug free population is derived from random drug testing performed on prison inmates.

DRUG FREE INMATE POPULATION



NOTE: ADC's drug free population for March 2003 is 96.56 percent. Arizona ranks 31st nationwide when compared to 2000 average annual national data (2000 national data is the most recent available data). ADC tests a random sample of no less than ten percent of the inmate population monthly for drug use, resulting in the equivalent of over 100% of the inmate population being screened each year. Target has not been met due to staff shortages.

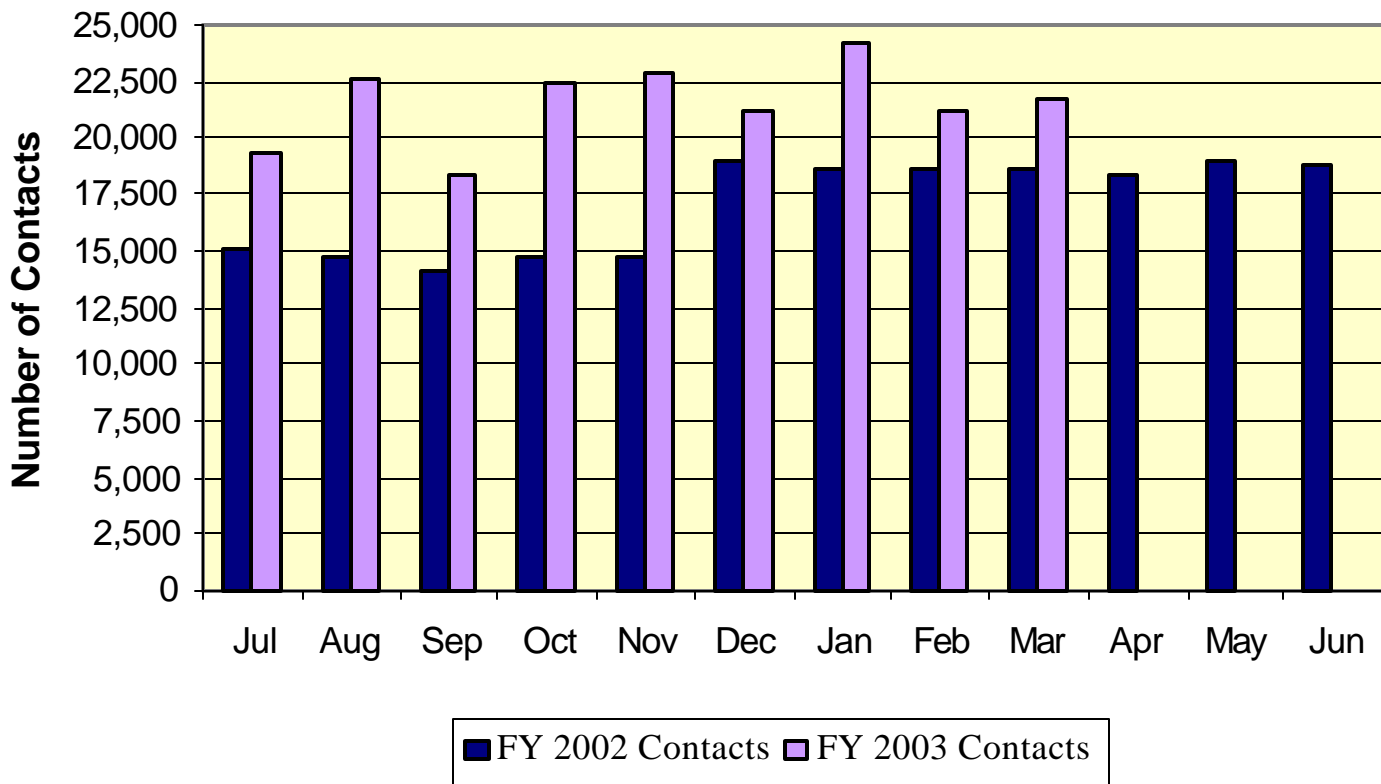
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SPIRITUALITY PRESENCE *INDICATOR REPORT*

GOAL: To provide programming opportunities and services for inmates including work, education, substance abuse and spiritual access.

DEFINITION: Spirituality presence through continuous contact efforts achieved by the monthly number of contacts with inmates by spiritual representatives.

NUMBER OF INMATES CONTACTED



Note: National comparative data on spirituality visitation is not available at the present time.

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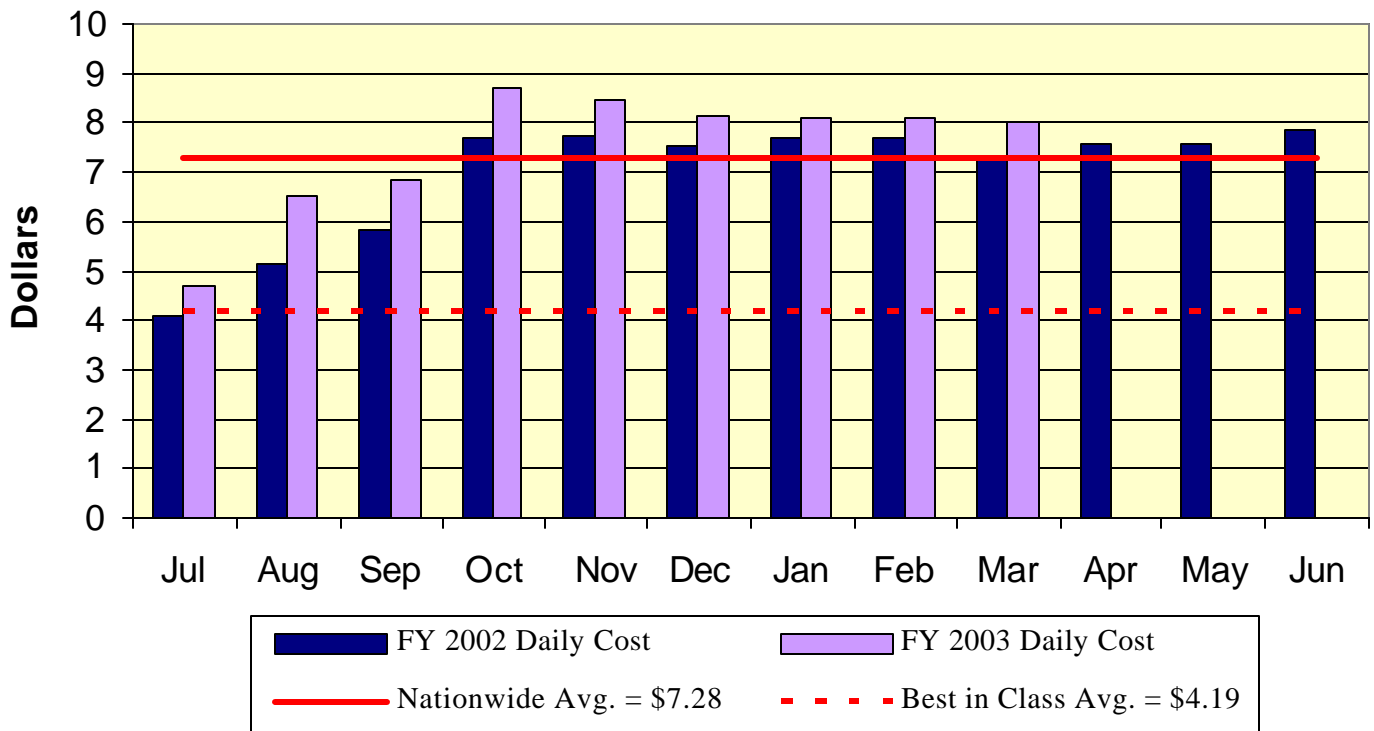
GOAL: To provide cost-effective constitutionally mandated correctional health care.

OBJECTIVE: Assure that average cost per inmate for all health services will be at or below \$7.49 per day by the end of FY 2003.

PERFORMANCE MEASURE DEFINITION: Average daily health care cost per inmate.
(Charted cost includes High Cost Health Care)

AVERAGE DAILY HEALTH CARE COST PER INMATE

Target is \$7.49 Per Day



Note: ADC's average for the previous 12 months is \$7.54 and Arizona ranks 28th nationwide when compared to the most current national data for 2000. A weakness of this correlation is that it does not compare the quality of services provided by ADC relative to other correctional institutions. Corrections institution surveys nationwide indicate that ADC provides more services and higher levels of health care delivery than many other states.

The March 2003 figure of \$8.04 is represented by program as follows: Medical \$3.73; Mental Health \$.82; Nursing \$1.51; Pharmacy \$.90; Other \$1.08. All drug costs, including Mental Health, HIV, Hep C, etc., are included in the Pharmacy Program.

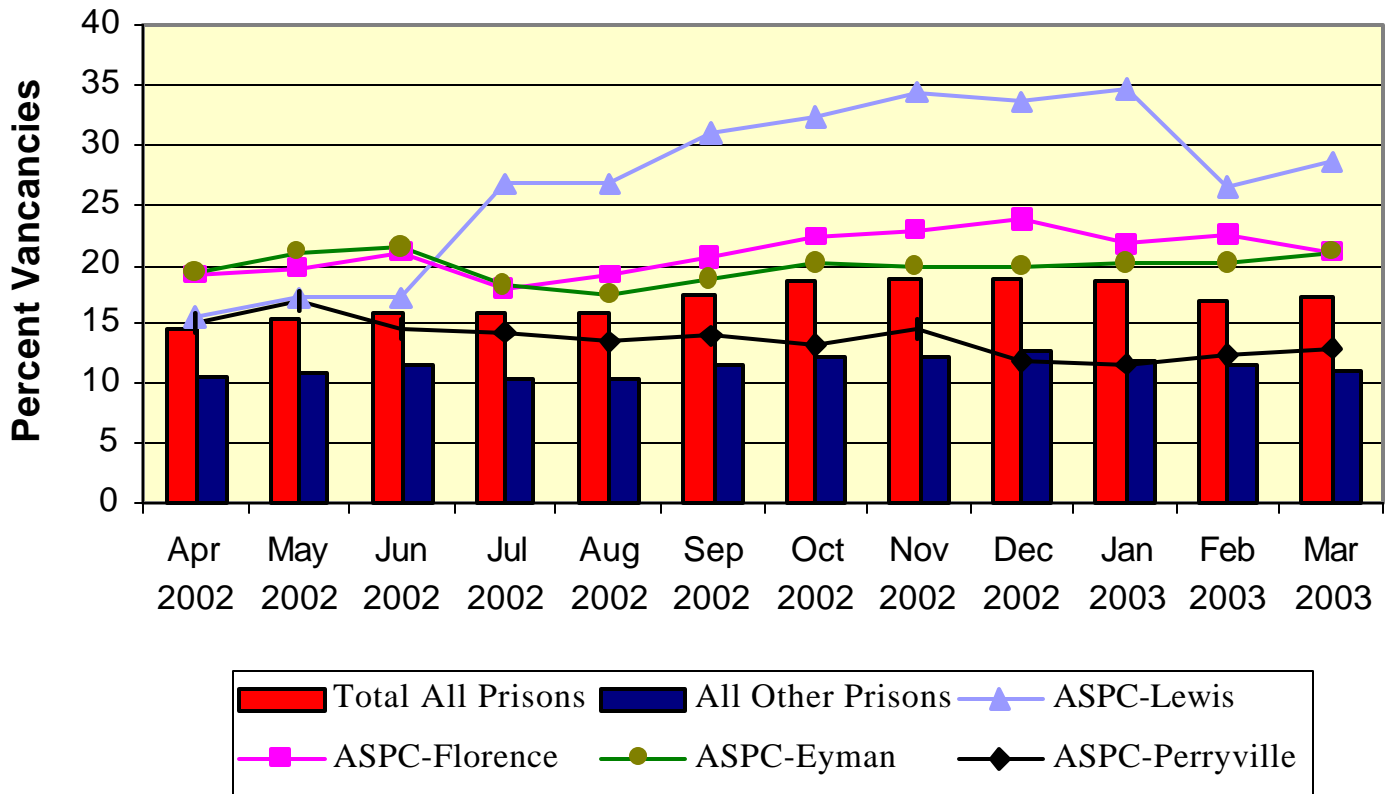
Effective with the March report, the new formula includes the "actual" number of inmates less jail and private prisons numbers. Figures were recalculated for all of FY 2002 and 2003 based on the new formula. The change in the methodology results in a reduced number of inmates used in the calculation. Therefore, the average daily cost per inmate will be higher and most likely not meet the target of \$7.49. The target will be adjusted for FY 2004.

Arizona Department of Corrections

CORRECTIONAL OFFICER VACANCY *INDICATOR REPORT*

DEFINITION: Vacant Correctional Officer II positions in the Department of Corrections.

CORRECTIONAL OFFICER II INSTITUTIONAL VACANCIES

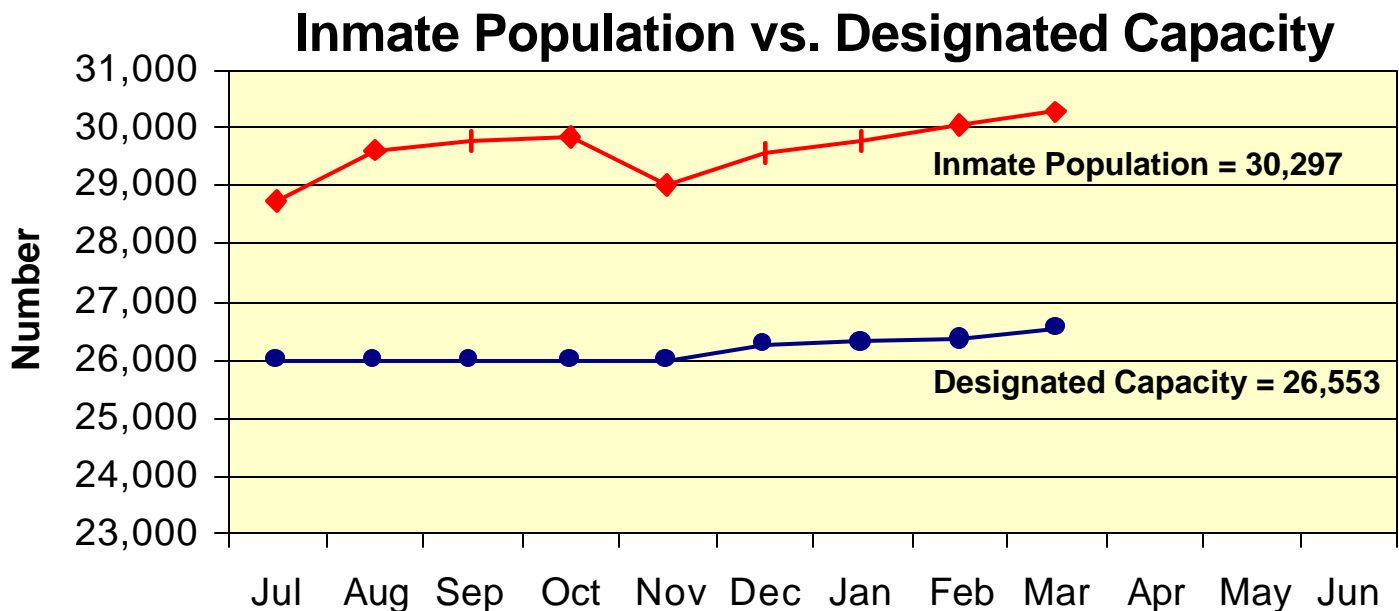
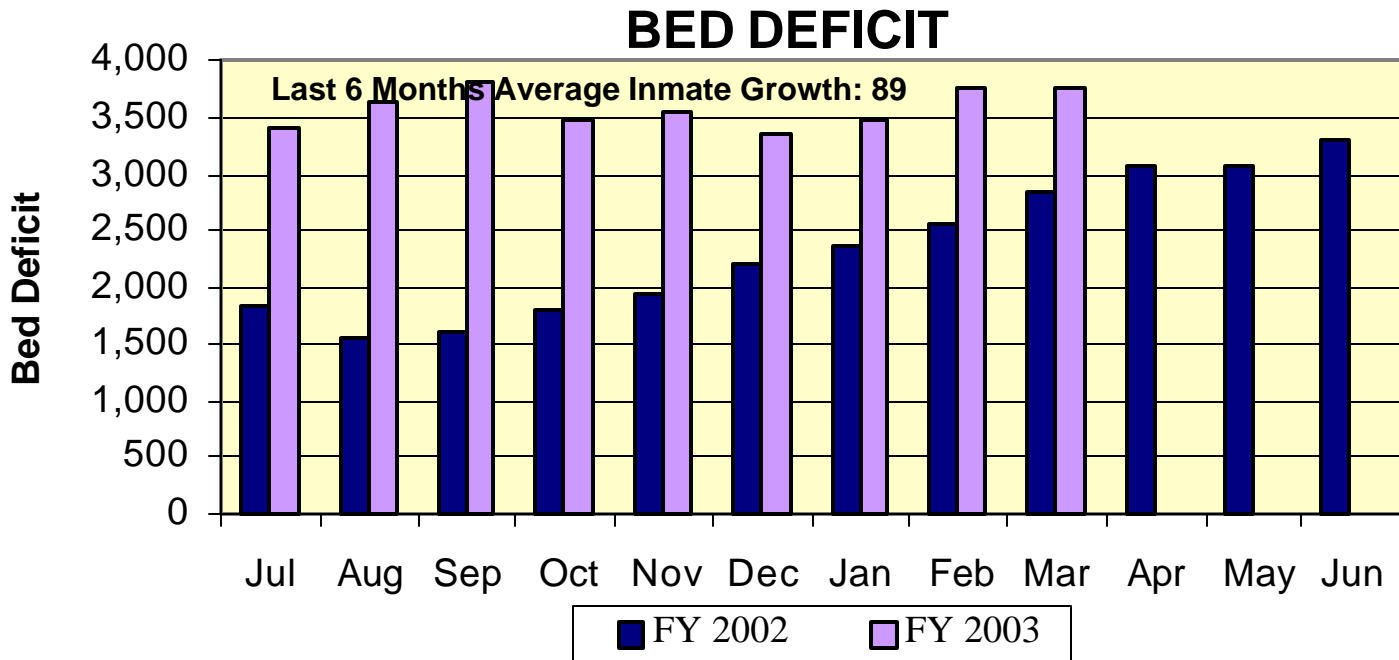


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INMATE GROWTH VS. BED DEFICIT

INDICATOR REPORT

DEFINITION: Bed Deficit is the prison overcrowding of inmates as a result of the daily inmate population exceeding the designated operating bed capacity.



Note: As of March, 578 of 636 beds were opened at the Newton County Correctional Center in Texas.

Arizona Department of Corrections

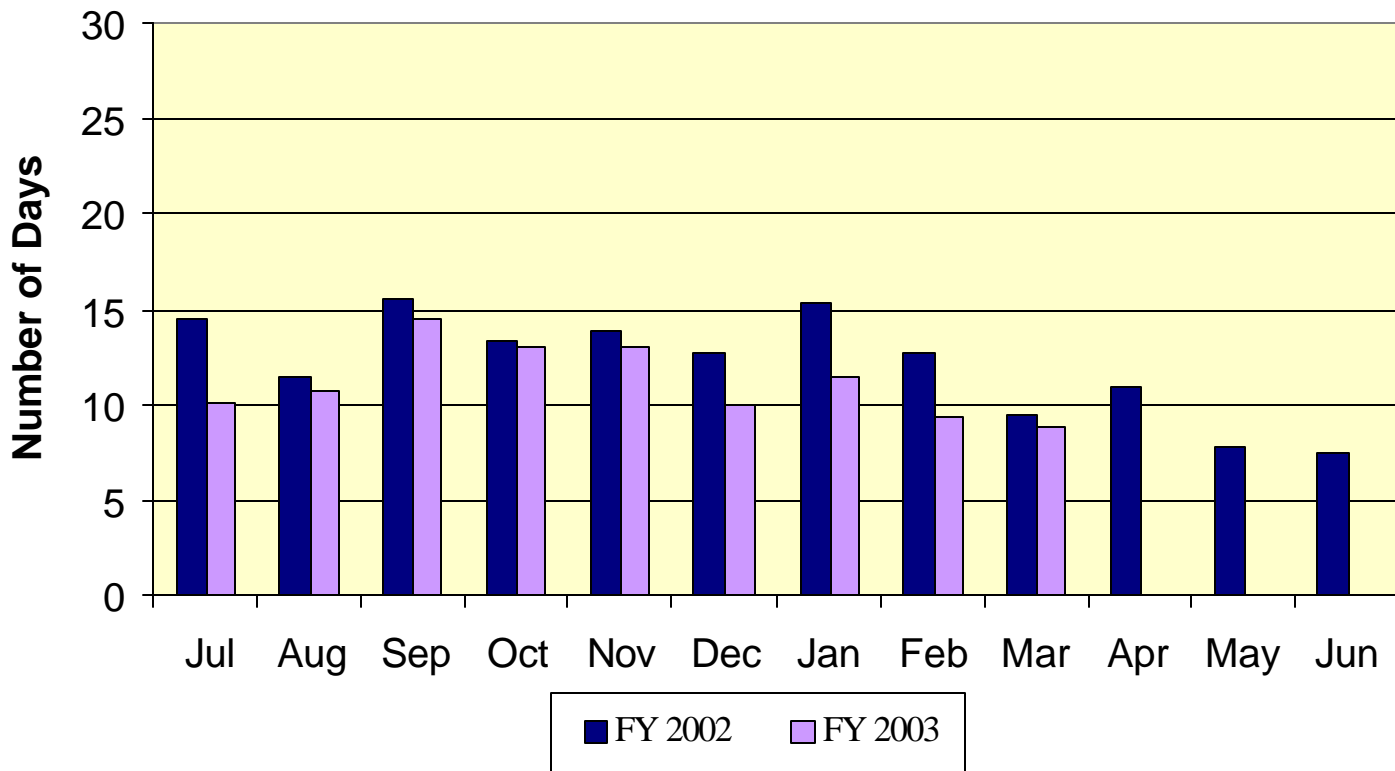
GOAL: Information is requested by the Governor's Office.

OBJECTIVE: Assure that vendor's invoices will be paid promptly.

PERFORMANCE MEASURE DEFINITION: The average number of days required to pay vendors, measured from the date of receipt of invoice.

AVERAGE NUMBER OF DAYS TO PAY VENDORS

Target = 30 Days

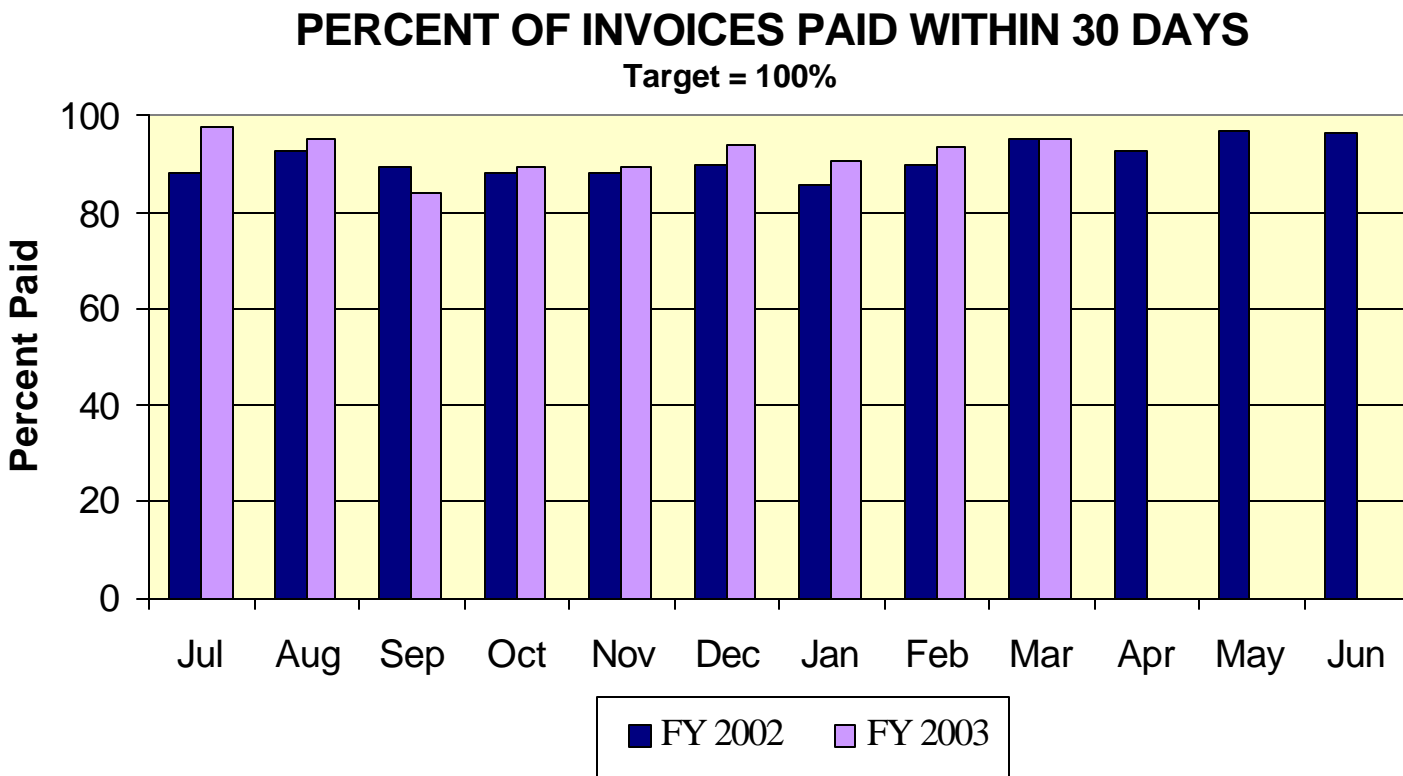


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GOAL: Information is requested by the Governor's Office.

OBJECTIVE: Assure that vendor's invoices will be paid within 30 days from the date of receipt.

PERFORMANCE MEASURE DEFINITION: The percent of invoices paid within 30 days.



Note: Target was not met due to late submittal of invoices to Central Office Accounting for payment, lack of funding, and staff shortages.